



Faculty Development:

Criteria for Key Performance Areas

Pacific Crest has designed its Faculty Development Program to grow performance in not only faculty but also in staff and administration; our goal is to produce quality performers in Higher Education across 16 key performance areas.

Assessor	Focuses on the assessee's needs; collaboratively designs an assessment process; stays focused on chosen design through careful observation; analyzes the data for meaning; uses interactive feedback to solidify strengths; offers clear action plans; shares insights to produce significant understanding without being judgmental.
Change Agent	Proactively convinces others that a particular project/effort is worthwhile and will be successful; persists and takes risks when facing difficulties that would deter most people.
Collaborator	Values the synergy of relationships and teams; plays a variety of roles effectively while helping others perform their role effectively; compromises self for the betterment of all.
Designer	Clearly defines desired results; creates precise dimensional learning outcomes; defines the activities and processes used to produce the results; identifies ways to embed assessment in order to increase quality; produces an evaluation system to assure desired results.
Evaluator	Knows where value is essential; designs the appropriate times for determining whether or not value is being produced by setting clear expectations and standards; uses unbiased judgments to reward performance.
Facilitator	Inventories and monitors collective needs; helps synthesize a clear set of outcomes; focuses on process rather than content; shares ownership in making decisions; and constantly strives for improved quality by strengthening the process.
Lifelong Learner	Constantly seeks additional knowledge by systematically using professional development plans; leverages experts and resources; assesses own learning performance; and validates own learning.
Measurer	Identifies critical qualities; creates performance criteria; identifies best items to measure; effectively times when and how to measure with appropriate accuracy and precision.
Mentor	Enters into a defined relationship with respect for the potential of the mentee; plays the role of coach and advisor by helping establish the mentee's personal goals; identifies activities and means to grow performance to achieve the desired results within a specific time period.
Problem Solver	Able identifies and defines problems frequently not seen by others; identifies issues and clarifies assumptions necessary to solve the problem; and effectively closes the gap between expectations and reality by using previous solutions to build upon past successes.
Professional Developer	Views the development and empowerment of people as the engine for change, both individually and on the organizational level; realizes goals in the strategic plan; develops and facilitates effective programs to achieve these ends.
Researcher	Identifies and states quality research questions by operating from a consistent inquiry mindset; uses appropriate methods; effectively articulates findings to a community of scholars.
Self-Grower	Consistently self-assesses in order to self-mentor one's own performance and growth while increasingly challenging oneself and mentoring others.
Servant Leader	Cultivates a clear vision of a desired future and ably shares through understandable stories; develops plans others can follow and models behavior for others while conveying belief in their ability and helping them succeed in realizing this vision.
Teacher	Uses a learner-centered approach to help learners prepare learning plans; cultivates productive learning communities; bonds with learners; helps learners meet their intended outcomes through the use of embedded assessment.
Technologist	Constantly monitors state-of-the-art technologies; learns quickly, selects appropriate tools; increases performance by creatively applying technology in innovative ways.

Pacific Crest Institutes and their Focused Performance Areas

Activity Design Institute	Designer	Facilitator	Problem Solver
Advanced Teaching Institute	Researcher	Facilitator	Self-grower
Assessment Institute	Assessor	Self-grower	Evaluator
Chairperson's Institute	Servant Leader	Change Agent	Professional Developer
Course Design Institute	Designer	Teacher	Evaluator
Designing Learning Objects Institute	Designer	Technologist	Lifelong Learner
Designing Online Classes Institute	Designer	Technologist	Facilitator
Facilitating Online Learning Institute	Facilitator	Technologist	Teacher
Facilitator's Institute	Facilitator	Professional Developer	Mentor
Faculty Development Institute	Profession Developer	Servant Leader	Change Agent
Interactive Learning Systems	Technologist	Lifelong Learner	Teacher
Leadership Institute	Servant Leader	Change Agent	Problem Solver
Learning to Learn Camp	Mentor	Assessor	Facilitator
Performance Measures Institute	Measurer	Researcher	Evaluator
Program Assessment Institute	Designer	Assessor	Measurer
Program Design Institute	Designer	Collaborator	Problem Solver
Research on the Scholarship of Teaching & Learning Institute	Researcher	Measurer	Collaborator
Strategic Planning Institute	Measurer	Collaborator	Designer
Student Success Institute	Mentor	Self-grower	Teacher
Teaching Institute	Teacher	Lifelong Learner	Collaborator

Key Aspects of Performance by Performance Area

Assessor sets criteria observes with details analyzes against criteria creates relevant action plans provides interactive feedback has assessment mindset	Change Agent resilient persistent risk taker recruiter marketer	Collaborator plays roles does more than fair share supports others in their roles communicates openly and effectively shares credit	Designer client focused blends process & content systems thinker cleverly integrates solutions to sub-problems documenter
Evaluator determines what is valued rewards performance unbiased sets clear expectations and standards selects the appropriate times for evaluating	Facilitator outcome oriented values process over content develops shared ownership problem solver aware/on top of it	Lifelong Learner curious self-directed efficient learner utilizes people and resources assesses learning	Measurer identifies qualities creates performance criteria collects performance data creates effective measurement instruments measures what matters
Mentor coach respects mentee empowers mentee to develop goals assess self-assessments advisor	Problem-Solver identifies problems defines problems identifies key issues identifies assumptions reuses solutions	Prof. Developer serves others align to SP catalyst facilitator consultant	Researcher has research mindset poses strong inquiry questions effectively uses research methods seeks to connect observations/data with theory networks with a community of scholars in field
Self-Grower self-assessor self-mentor self-challenge mentors others growth oriented self-actualizing	Servant Leader models performance takes care of others planner provides visions has positive outlook	Teacher student centered committed to active learning uses embedded assessment develops rapport produces productive learning environments	Technologist cutting edge tool user seeks to add value, not just glitz creative quick on the uptake promotes efficient use by others